Schedule 13

Project and Additional Services

to

Request for Proposal
for the
Provision of IT Infrastructure Operations
and Managed Workplace Services
[UNHCR RFP/2018/1068]
(the “RFP”)

effective _____ 2018

between

The Office of the United
Nations High Commissioner
for Refugees

and Contractor

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1 Introduction

1.1. This Schedule 13 sets forth Contractor's roles and responsibilities in providing projects and additional services in support of Statements of Work for service development projects either (a) for the delivery of a turn-key solution (at an agreed fixed price), or (b) on a time and materials basis using labour categories and rates described in Schedule 11 Appendix A (Volumes and Pricing Tables).

1.2. Unless the context otherwise requires, capitalized terms used but not defined in this Schedule 13 shall have the meaning given to them in Schedule 1 (Technical Definitions) or the Agreement.

2 Services

2.1. Overview

Inherent to nature of the contracted Services, UNHCR may engage the Contractor from time-to-time to support and execute projects, Contractor will be asked to provide professional services and expertise in connection with Projects in the form of statements of work issued under the Agreement. This Schedule 13 describes the mechanisms for the Parties to engage in these services.

2.2. Objectives

Key objectives of this Schedule 13 include:

- Establish a Project Management Office function between Contractor and UNHCR for the purposes of managing project requests and overseeing project execution.
- Describe expectations and contractor responsibilities for project management, project support and project planning, including adherence to the UNHCR Project Management Lifecycle (PMLC).
- Define a framework for the intake of requests for solutions and to assess, estimate, and contract for Projects.

3 Project Management Office

3.1. Establishing the PMO

A PMO is responsible for standards, oversight, and metrics related to the practices of management and implementation of projects within an organization. Therefore, for the purposes of managing project demand and providing good stewardship of UNHCR resources, Contractor and UNHCR shall establish a common PMO function governing new Projects.

To facilitate the PMO function, Contractor shall:

(a) designate an experienced individual to perform the duties of Contractor PMO lead and serve as the partner for the designated UNHCR PMO lead;

(b) become knowledgeable in UNHCR project management lifecycle practices, standards, tools, and processes; and

(c) work with UNHCR to establish joint processes, methods, and standards for the intake of project requests and oversight of Projects.

3.2. Project Governance

Project governance is the management framework to ensure accountabilities and responsibilities with respect to Projects.

For the purposes of project governance, Contractor shall work with UNHCR to establish and ensure the following principles:

(a) Standards for common tools and processes between the Parties based on UNHCR standards where they exist;

(b) Consistency in oversight, ensuring that each Project is reporting, documenting and planning to a consistent level using common standards;

(c) Transparency in providing status and reporting risk for all projects to all stakeholders, allowing for early warning of issues and intervention to keep Projects on track.; and

(d) Performance in executing Projects on-time and on-budget such as to meet and exceed service levels as defined in Schedule 10 Appendix A (Service Level Tables).

4 Project Planning, Management, and Support

4.1. Project Planning

Project planning is the discipline and methodology for defining how to complete a project within a specified timeframe, with an approved budget, and with designated resources.

For the purposes of project planning, Contractor shall:

(a) Maintain knowledge of the UNHCR organization, mission and business so as to be able to make recommendations of projects an support ongoing Projects;

(b) coordinate with UNHCR in the preparation of proposals and plans for projects as requested. Such proposals and plans will at minimum include:

(i) Project name, location, UNHCR management, and requestor;

(ii) Scope and requirements for the work and deliverables;

(iii) functional and/or technical approach and solution;

(iv) total number of resources required for the project, including labour categories, hours, and named individuals;

(v) description of any Equipment, Software, or other materials required for the project and ongoing support;

(vi) total duration to complete the project, and any time constraints;

(vii) delivery schedule;

(viii) acceptance criteria and acceptance time frames;

(ix) total estimated one-time fees associated with the project;

(x) payment schedule;

(xi) total estimated recurring fees and ongoing annual cost of the project post-implementation;

(xii) project assumptions, including but not limited to risks, mitigation plans, or dependencies.

(c) coordinate proposal and Statement of Work creation with UNHCR and Third Parties designated by UNHCR;

(d) employ the UNHCR-approved Project Management Life Cycle that will be used to consistently plan, initiate, control, and implement all projects for all Services; and

(e) provide project managers with experience in the methodology and a proven track record of success in managing projects.

4.2. Project Management and Support

Contractor is responsible for coordinating and working with UNHCR to ensure requirements are met in terms of committed timing, quality and cost.

Contractor shall:

(a) Work with UNHCR to develop, document, and improve Project Management and Support processes;

(b) understand and adhere to the UNHCR PMLC, stage gates, required deliverables, and reporting;

(c) cooperate in information exchange to improve Project Management and Support;

(d) facilitate the transparency of Project Management information through appropriate processes to meet policy requirements to which UNHCR must comply;

(e) integrate Contractor's Project Management process with UNHCR Project Management process and systems;

(f) provide effective and agreed mechanisms for properly complying with UNHCR directives on Project Management;

(g) participate in regularly scheduled Project Management meetings and document Project Management meeting status reports;

(h) communicate and coordinate the Project Management process within Contractor's own organization;

(i) participate in defining Project Management policies that will ensure the success of the Project Management processes;

(j) participate in on-going Project Planning activities with UNHCR in coordination with Third Party vendors;

(k) establish processes for forecasting UNHCR project requirements; and

(l) actively participate in demand management activities to encourage Users to make the most effective use of Contractor resources and to assist UNHCR in minimizing and optimizing its costs while maximizing the value it receives from the Services.

5 Requests for Solutions

5.1. Requests for Solutions

As a key technology partner to UNHCR, Contractor may be asked from time-to-time to participate in the innovation, design, and proposal of solutions.

For the purposes of proposing and facilitating solutions, Contractor shall:

(a) Effectively execute the agreed Project Management processes and appropriate mechanisms for the fulfillment of simple to complex requests, requiring design, price, solution, and proposals, including appropriate communications to adequately set expectations and promote good customer service;

(b) verify that the request is understood and has adequate information from UNHCR to support in-take;

(c) enable requests that require the coordination of Services from multiple sources; such as other service providers, Third Party vendors, or UNHCR business customers;

(d) coordinate and lead ad hoc and standing meetings as required to review requests, gather requirements, solution and make proposals;

(e) establish working relationships with UNHCR and Users to clarify and gather in-depth requirements;

(f) provide and coordinate the attendance of necessary subject matter experts in sessions to gather requirements and develop solutions;

(g) provide a timeframe for delivering a solution proposal once requirements are complete;

(h) provide a proposed approach to solutions, including working with Third Party vendors as required to formulate a complete solution and proposal;

(i) ensure all requests are solutioned within the UNHCR approved architecture, standards, security policies, and bounds of technical operations;

(j) provide proposals for UNHCR approval and develop and re-work responses as needed;

(k) close requests (e.g. acceptance or rejection or the inability for a solution to be formed);

(l) ensure proposal acceptance comes from an authorized UNHCR representative;

(m) provide process and procedure for UNHCR to escalate requests that require urgent attention;

(n) track the status of requests to support meaningful reporting, including time-to-solution, time-to-respond, accuracy of proposals, accuracy of forecast, and captured compared to canceled; and

(o) initiate program management as appropriate upon proposal acceptance by UNHCR.

6 Out of Scope

For the avoidance of doubt, the following services are not within the scope of the Services related to Project contemplated by this Schedule 13:

(a) Software tools for project management and solution design unless otherwise agreed by the Parties.